



Case Study Compass Group Deutschland GmbH

Web-Reporting with Balanced Scorecard

The Company

The Compass Group Deutschland (www.compass-group.de) - market leader for catering and food services in Germany – provides daily catering services for more than 320,000 guests of approx. 1,000 corporate customers. Subsidiaries are Eurest (No. 1 in corporate catering throughout Germany), Medirest (serving clinics, schools and retirement homes) Eurest Sports & Food (serving sports arenas) as well as Food Affairs (catering to top restaurants, e.g. MAIN TOWER in Frankfurt or Burg Crass in Eltville). Compass Group Deutschland employs approx 13,000 people and achieved revenue of 602 Mio. Euros in the fiscal year of 2006/07. The parent company, Compass Group PLC of Great Britain, employs approx. 400,000 people in 65 countries and is a world leading food service and support services organization, with annual revenues of around £10 billion.

The Requirements: Customized Balanced Scorecard Solution

The Compass Group Deutschland needed a customized solution to control its approx. 800 operational units. A central reporting platform, a Balanced Scorecard, ought to depict the business development of operational units and regional structures in a transparent manner and in real-time.

The results of the standard tools were not satisfactory. The IT Project Manager quickly realized that a customized solution was necessary to meet the particular requirements of a decentralized organization such as Compass Group. The project team decided in favor of a combination of Palo OLAP Server and Palo Worksheet Server to build the technical basis for the electronic scorecard - Excel integration and ease of use were the crucial factors.



The Compass Group Deutschland GmbH controls its decentralized organization units via a Balanced Scorecard solution, which can be accessed by all operational managers and the executive board via the Web. The electronic BSC is based on Palo OLAP Server and Palo Worksheet Server, which consolidate and analyze SAP data and data from other source systems. Approx. 925 users work with the reliable and stable web application. The universal reporting tool makes current developments in the entire organization transparent.

SYSTEM

→ PALO OLAP SERVER

→ PALO WORKSHEET SERVER

SERVICE JEDOX

→ CONSULTING

»We have been able to implement a customized Balanced Scorecard solution with Palo OLAP Server and Palo Worksheet Server. The dynamic BSC can be customized easily.«

Fred Schuhardt, Senior Projektmanager IT
at Compass Group Deutschland GmbH

The solution: Decentralized Web Reporting

With the support of a Jedox consultant, Project Manager Fred Schuhardt designed and implemented a complex BSC solution within 3 months. The Balanced Scorecard represents 32, monthly updated, KPIs on company level. In addition to the Balanced Scorecard solution, a Pricing-Tool was implemented which e.g. contains sales figures and cost-volume-profit analyses for the various operational units. Furthermore, it includes a sales application which may be utilized by prospects to calculate the cost of intended orders via the web.

The operational source data of the reporting tool are mainly retrieved from SAP. Further information is provided by BPQ, Human Resources, the various operations or the vendors via text file, in Excel or from Lotus Notes, and is for the most part transferred to Palo OLAP Server automatically. The analyses are based on 8 data cubes, e.g. the Palo cubes for KPIs, company, targets, budgets and user rights.

All operational managers, chief operating officers, regional directors and the executive board access the Balanced Scorecard via the Web and Internet Explorer. The head office conducts additional analyses data utilizing Excel. Altogether, there are approx. 925 users linked with the system. Depending on their area of responsibility, they can view the target values of the various KPIs along with current month's status. Decentralized data input is possible as well, e.g. for KPIs computed from detail data of individual operational units.

Easy system customization for dynamic BSC

As each Balanced Scorecard is "alive" and evolves with the company, system adjustments are particularly important. Every 3 months, Compass Group Deutschland evaluates and if necessary, adjusts the KPIs; furthermore, there are constantly new businesses that need to be integrated into the organization. Project Manager Fred Schuhardt carries out the required adjustments himself.

Fred Schuhardt concludes: *»Palo OLAP Server and Palo Worksheet Server are stable, efficient and easy to manage. Jedox is available for user-oriented questions – and technical problems don't exist.«*

The Result: Transparency and Realtime Control

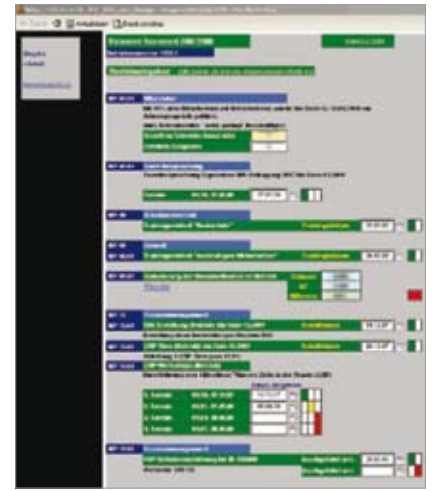
The BSC solution provides transparency to Compass Group Deutschland throughout the entire organization: operations and district manager as well as company management are on top of control-relevant areas. Data are promptly available after input in SAP and it enables those responsible to react to deviations early enough.

Monthly target and status reports of the individual operations e.g. on purchasing and selling and stock rotation respectively are some of the new analyses available. Staff appraisals of skilled employees and managers are captured as well and it facilitates a systematic process at the 800 operational units.

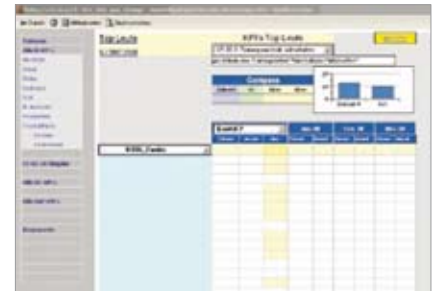
Exemplary for the optimization of corporate control are the regular review meetings of the regional directors: Instead of reporting on and discussing about figures alone, the review meetings are used to speak about the substance of present results, deviations and necessary measures. The meetings require much less effort, the results are strategically more valuable.

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Data entry form for the operational units



Overview of operational units



Consolidation company level